



## The City of Lynchburg, Virginia

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City Manager's Office

TO: City Council

FROM: L. Kimball Payne, City Manager  
Bonnie Svrcek, Deputy City Manager

SUBJECT: Lynchburg City Council Vision, Success Factors and Tasks

DATE: November 20, 2003

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Based on comments provided by City Council at the October work session, we have revised the "City Council Action Items" matrix as attached. Items previously recommended for deletion are not included on this matrix.

Following each goal statement, we have included items that we thought were indicators of success. Generally, these indicators are items that City Council asked to be left on the list because they were important to achieving success. Many of the success indicators are operational in nature and are already standard practice.

This matrix will be used as a starting point for the work of the eight "Results-Oriented Government Groups". As a reminder, these groups are Safe Neighborhoods, Economic Development, Natural Environment, Built Environment, Stable Families, Educated Community, Arts & Culture, and Workforce Development and Process Improvement. These groups will begin their work in late January.

We will review this with you at the November work session and ask that you consider approving this list for staff to focus on during the next several months.

Thank you.

Attachment

c: Results-Oriented Government Focus Group

## ***Lynchburg City Council Vision, Success Factors and Tasks***

*(based on August 2003 Retreat and October 2003 Work Session)*

**Lynchburg 2020: Working together, we will be a progressive community shaped by new ideas and solutions, a skilled and innovative workforce, and citizen leadership - all distinguished by responsible and traditional values, involvement, education, new technology, and quality citizen services.**

**As a City government, we will be on the cutting edge of change, providing a clear vision and the driving force to produce:**

<b><i>Stable, productive, inspired families</i></b>	
<p><b>We will recognize the importance of families. We will succeed by having families who are stable, well-educated, and fully employed in jobs that produce ample family income. Families in our community will be more healthy, more involved, more responsible, and inspired by a vision for the future. As government leaders, we can encourage this vision of the family by achieving more success in economic development strategies, ensuring a model educational system, and continuing to build a superior community environment.</b></p> <p><u>To be successful we will:</u></p> <ul style="list-style-type: none"> <li>• <u>Focus on prevention vs. intervention</u></li> </ul>	
<b>Task list</b>	<b>Status/Accountability/Recommendation</b>
<ul style="list-style-type: none"> <li>▪ Define risk factors for families; Increase protective factors to reduce risk factors for families</li> </ul>	<p>Status: Partially complete; 2003 Lynchburg City Schools Youth Survey; Youth Risk and Protective Factors assessment in progress; staff to define protective factors for City Council consideration  Accountability: Human Services (Trent)</p>
<ul style="list-style-type: none"> <li>▪ <u>Define measures of how the City focuses on prevention vs. intervention</u></li> </ul>	<p><u>Status: Need to set timetable</u>  Accountability: Human Services (Trent)</p>

<b><i>A superior education community</i></b>	
<p><b>We will be a model learning community - one that integrates all components of education to provide our citizens with knowledge and skills to compete in an ever-changing work environment. We will lead by ensuring that our educational system is one of the best in Virginia at teaching students such basics as reading, writing, and quantitative skills to achieve their full potential. We will encourage the family's vital role and positive involvement in education, and offer lifelong learning opportunities for all citizens.</b></p> <p><u>To be successful we will:</u></p> <ul style="list-style-type: none"> <li>• <u>Ensure selection of the best possible School Board</u></li> </ul>	
<b>Task list</b>	<b>Status/Accountability/Recommendation</b>
<ul style="list-style-type: none"> <li>▪ Provide opportunities for open/honest/unrestricted discussion between the School Board and City Council; topics for discussion include: <ul style="list-style-type: none"> <li>- Defining "superior education community"</li> <li>- Clarifying School Board/City Council roles and responsibilities</li> <li>- <del>Increasing public school enrollment of the school-age population</del> <u>Improve the quality of public education so that more citizens choose to send their children to public schools.</u></li> <li>- Discuss the proposed traditional school with the School Board</li> <li>- Identify the top ten issues with the School Board</li> <li>- Discuss non-budget issues with the School Board</li> <li>- <u>Define the roles and responsibilities of families.</u></li> </ul> </li> </ul>	<p>• Status: Staff will schedule bi-annual meetings with agendas defined by the School Board and City Council (Payne)</p>
<ul style="list-style-type: none"> <li>▪ Coordinate various efforts for maximum impact: greater collaboration on joint services (purchasing, human resources, fleet, financial services, etc.)</li> <li>▪ <u>Incorporate the importance of School Board selection into the City Council orientation process.</u></li> </ul>	<p>Recommendation: Discuss with senior City staff and prioritize collaborative efforts (Payne)</p> <p><u>Accountability: Clerk to Council</u></p>

<b><i>Dynamic economic development center</i></b> <b><i>(Areas of emphasis: Downtown, Increased real estate value)</i></b>	
<p>We will be a vibrant, economic development center. We will ensure our economic success and produce business and job opportunities for all by attracting research and development facilities, expanding our manufacturing base, and becoming a significant player in the global market. The collective resources of the region must be harnessed to determine future trends and to develop a strong, progressive, highly technological economic base, assuring a heightened quality of life for our families.</p> <p><u>To be successful we will:</u></p> <ul style="list-style-type: none"> <li>• <u>Continue to focus on business retention</u></li> <li>• <u>Maintain and expand airline service</u></li> <li>• <u>Encourage greater private activity (Downtown)</u></li> <li>• <u>Celebrate accomplishments (Downtown)</u></li> <li>• <u>Publicize incentives (Downtown)</u></li> </ul>	
<b>Task list</b>	<b>Status/Accountability/Recommendation</b>
<ul style="list-style-type: none"> <li>▪ Market the telecommunications capabilities in the City</li> </ul>	Status: Study underway with Region 2000 Accountability: Economic Development (Miller)
<ul style="list-style-type: none"> <li>▪ Explore ways for the City to be the focus of future job growth in the region (health care, technology, service, industry)</li> </ul>	Accountability: Economic Development (Miller/Parker)
<ul style="list-style-type: none"> <li>▪ Partner with Centra Health</li> </ul>	Additional information required from City Council
<ul style="list-style-type: none"> <li>▪ Continue discussions with Campbell County regarding a Joint Industrial Park at the airport</li> </ul>	Accountability: City Manager and Economic Development (Miller)
<ul style="list-style-type: none"> <li>▪ Market Downtown to lenders and real estate agents</li> </ul>	Additional information required from City Council Accountability: Lynch's Landing (Proffitt), Economic Development (Miller) and Communications and Marketing (Martin)
<ul style="list-style-type: none"> <li>▪ Promote small businesses locating Downtown (Downtown)</li> </ul>	Accountability: Lynch's Landing (Proffitt) and Communications and Marketing (Martin)
<ul style="list-style-type: none"> <li>• <u>Explore opportunities for a small business loan program</u></li> </ul>	<u>Accountability: Economic Development</u>

<p><b><i>A community environment second to none (Areas of emphasis: Public Safety, Infrastructure-adequacy of buildings, streets, bridge maintenance, repairs, capital improvements)</i></b></p>	
<p>We will create a vibrant sense of community spirit among our citizenry. A sense of belonging and unlimited opportunity will keep and attract citizens who will play vital roles in economic growth, education, recreation, and community life. Active neighborhood involvement and citizen leadership will produce thriving, attractive, safe neighborhoods where all citizens are committed to work together as a community to meet the challenges which will face us. We will enhance and preserve the City's historic heritage and promote new development that is aesthetically pleasing. Housing in the City will meet the diverse needs of its citizens and be maintained in a manner that promotes the long-term stability of our neighborhoods. As the core city of the region, Lynchburg will have a well-maintained, state-of-the-art infrastructure that supports progressive development and the quality of life expected by our citizens. It will offer opportunities for the enjoyment of life - a place we can be proud to call our home.</p> <p><u>To be successful we will:</u></p> <ul style="list-style-type: none"> <li>• <u>Focus on area plans</u></li> <li>• <u>Improve housing appearance through zoning and code enforcement</u></li> </ul>	
<p><b>Action Items</b></p>	<p><b>Status/Accountability/Recommendation</b></p>
<p>*—— Consider entire block redevelopment (zoning ordinance)</p>	
<p>▪ Enhance Timberlake Road plantings</p>	<p>Status: City Council direction needed; does Council want staff to proceed with plan development, include in FY 2005 as a budget item? Where? What are the standards? Accountability: Public Works (McNabb)</p>
<p>▪ Recreation facilities: <u>Progress of Senior Center on Wiggington Road</u> <u>Provide regular reports to City Council regarding facilities and conditions and status of playing fields</u></p>	<p>Accountability: Parks and Recreation (Frazier)</p>

<p><b>Responsive, effective local government</b>  <b>(Areas of emphasis: Boards and Commissions, Fiscal Responsibility, Excellent core services, Fight unfunded mandates)</b>  <u>To be successful we will:</u></p> <ul style="list-style-type: none"> <li>• <u>Promote adequate staffing and retention</u></li> <li>• <u>Encourage volunteerism on Boards and Commissions</u></li> <li>• <u>Ensure adequate communication between Council and various boards and commissions.</u></li> </ul>	
<p><b>Action Items</b></p>	<p><b>Status/Accountability/Recommendation</b></p>
<ul style="list-style-type: none"> <li>▪ Provide annual reports to City Council using a standard format (Boards and Commissions)</li> </ul>	<p>Status: <del>Staff needs more information from City Council (electronic format?)</del> Council requested a review of Boards and Commissions with a database identifying the name of the Board or Commission, the purpose, and identification of its recent activities  Accountability: Clerk of Council <del>Information Technology (Goetz); Communications and Marketing (Martin)</del></p>
<ul style="list-style-type: none"> <li>▪ Send Planning Commission and Historic Preservation Commission minutes to City Council (Boards and Commissions)</li> </ul>	<p>Status: Ongoing  Accountability: Community Planning and Development (Flynn)</p>

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